COMMISSION ON PEACE OFFICER STANDARDS AND TRAINING

Report of the
POST Management Study
of the
Morgan Hill Police Department

May 10, 2006

THE MISSION OF THE CALIFORNIA COMMISSION ON PEACE OFFICER STANDARDS AND TRAINING IS TO CONTINUALLY ENHANCE THE PROFESSIONALISM OF LAW ENFORCEMENT IN SERVING ITS COMMUNITIES.

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REPORT OF THE POST MANAGEMENT STUDY
FOR THE
MORGAN HILL POLICE DEPARTMENT

This report summarizes the POST management consultation for the Morgan Hill Police Department. This report focuses on the current and projected needs of the Department.

We compliment Chief Bruce Cumming and staff for their efforts to guarantee the well-being and quality of life for the citizens of Morgan Hill.

METHODOLOGY

In response to a request from Chief of Police Cumming, POST Bureau Chief Jack Garner and Senior Consultant Clifton Peppers met with the Chief and members of his staff to determine the scope of this consultation. It was agreed this study would encompass the current Department organization as well as the staffing levels of the patrol function. Information was gathered through site visits and interviews with various Department employees.

Many resource documents were reviewed. Those attached to this report include:

- Appendix A – Patrol Schedule Sign-up Sheet
- Appendix B – Expended Overtime Comparison

BACKGROUND

Morgan Hill covers an area of 11.7 square miles and is located in Santa Clara County, approximately 12 miles south of San Jose and 10 miles north of Gilroy. The estimated population of Morgan Hill exceeds 36,000. Industries that provide employment include manufacturing (21.2%); education, health, and social services (15.3%); and waste management services (11.4%).[1]

MORGAN HILL POLICE DEPARTMENT

The Morgan Hill Police Department is a full-service police agency staffed by sworn police officers seven days a week, 24 hours a day. The peace officers have statewide authority and powers of arrest pursuant to Section 830.1 of the California Penal Code. Officers enforce local,

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[1]Source: city-data.com

state, and federal laws within the city limits. City police officers are required to meet ongoing training requirements mandated by the California Commission on Peace Officer Standards and Training (POST).

The Morgan Hill Police Department is currently authorized 35 sworn officers, which includes two new positions funded in part by a COPS grant. These new positions will be primarily traffic officers. The Department breakdown is as follows:

Staffing Levels 2005 – Morgan Hill Police Department

Chief	1
Commanders	2
Sergeants	5
Corporals	4
Patrol Officers	15
Traffic Officers	2
Investigators	2
Crime Suppression Officer	1
School Resource Officers	2
Investigator (Regional Auto Theft Task Force)	1
Multi-service Officers	2
Community Service Officer	1
Public Safety Dispatchers (FTE)	9
Public Safety Dispatchers (P/T)	2
Police Records Specialists (FTE)	2
Police Records Specialists (P/T)	3

Figure 1

DISCUSSION AND RECOMMENDATIONS

Organization and Staffing

The challenge of running a patrol operation that seeks both to provide emergency service and to engage the full range of community resources in eradicating underlying causes of crime and other police-related problems is the most difficult and demanding managerial function in a police department. The patrol resources of contemporary police organizations must be simultaneously focused on emergencies and the calls-for-service workload, on specific patrol objectives, and on longer-term problem-solving efforts.

An effective patrol operation requires continuous management of time and resources. Management must review a range of organizational responsibilities, must ensure that time for purposeful problem solving is made available when the implementation of specific activities is

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most opportune, and must establish policies and procedures to assist officers in accomplishing their assigned projects. Police administrators are continually plagued with the problem of managing a limited patrol force in the face of essentially unlimited demands. A goal of the Department is to develop an effective resource allocation plan, determining how police personnel are deployed in response to staffing requirements and personnel availability.

Workload Study and Analysis

The purpose of this review is to establish an ability in the Department to ascertain if there are enough officers to effectively and efficiently deliver the appropriate patrol service levels to the city of Morgan Hill, now and in the future.

The workload analysis for this study was conducted to two parts. Part I involved an analysis based on actual data recovered from the Computer-aided Dispatch system conducted by POST Special Consultant Jim McArthur. In a workload study, the periods of time expended in various patrol activities and the delays which occur when officers are unavailable for assignment are measured and averaged by time of day, day of week, and geographic area. This is conducted based on the premise that a patrol force should be deployed according to the time and area distribution demand and that deployment efficiency is best judged in terms of response capability (i.e., promptness in providing service). When properly used, the patrol force will be deployed so that a uniform level of service is provided around the clock to all neighborhoods and each officer's workload is equalized.

Part II discusses other variables to consider when assessing what staffing levels are necessary to provide efficient service to the public, while ensuring the safety of the officers responding to calls for service.

PART I – WORKLOAD ANALYSIS

This portion of the report contains the findings of the POST management survey of the Morgan Hill Police Department's patrol workload.

BACKGROUND

The survey focused only on the calls-for-service (CFS) demand. We did not analyze activities not related to calls for service; for example: (a) self-initiated tasks performed by officers; and (b) administrative duties. Self-initiated activities include vehicle stops, business checks, and field contacts. Administrative tasks include meals and report-writing. We do not analyze these activities because both types are subject to control by department policy. Moreover, the volume

of self-initiated activities performed during a shift is, as a rule, proportionate to the number of officers assigned to that shift.

After a workload analysis is completed, judgments can be made concerning patrol response time, deployment, and the number of officers assigned to the patrol force.

Survey Period: June 6, 2005 through September 4, 2005 (91 days).

A typical officer's schedule totals 80 hours in a two-week period, consisting of five 12-hour shifts, and two 10-hour shifts as follows (see Patrol Schedule Sign-up Sheet – *Appendix A*):

TYPICAL OFFICER'S SCHEDULE

Day	Day	Day	Day	Day	Day	Day	Day	Day	Day	Day	Day	Day	Day
12hrs.	12hrs.	12hrs.	10hrs.				12hrs.	12hrs	10hrs				

Figure 2

Watch hours for 12-hour shifts are as follows:

- Watch 1   0700 - 1900
- Watch 2   1900 - 0700

Watches are in effect for four months. Rotation includes sergeants, corporals, and police officers. Assignments are bid by seniority.

Patrol Supervision: Four sergeants are assigned to Patrol and provide supervision on all shifts. "Command Presence" is provided by the Chief.

Patrol Dispatching: Calls for police services are received and dispatched by the Morgan Hill Police Department Communications Unit.

METHODOLOGY

POST's methodology for conducting a patrol workload analysis involves calculating the following data elements from each call for service:

1. Day of Week -- the day of week on which the call was received;
2. Time Received -- the time of day the call was received;
3. Priority -- the relative importance of the call (Priority "A" = emergency; Priority "B" = non-emergency; and Priority "C" = purposely delayed);
4. Reporting District -- the geographic area from which the call for service originated;
5. Queue Time -- the delay that occurs after a call is received by the dispatch center until it is dispatched;

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6. Travel Time -- the length of time the first assigned officer spends traveling to the assignment;

7. Response Time -- the length of time after a call is received until a police unit arrives at the call (i.e., the sum of queue time plus travel time); and

8. Consumed Time -- the length of time the primary patrol officer (and back-up officers, if dispatched) were out of service handling the call and were, therefore, unavailable for other assignments.

In addition, the number of corporals and police officers in patrol who were on duty during each hour of day and day of week during the survey period is calculated. The analyses of the patrol force in this report were based on only those peace officers who respond to calls for service (e.g., corporals and police officers).

Overall Calls-for-service Database: The Department provided us with a data listing containing 1,683 dispatches to peace officers in patrol that were recorded by the Morgan Hill Communications Unit's computer-aided-dispatch system during the survey period.

Of the 1,683 calls dispatched to peace officers in patrol:

Priority A	43	(2.55%)
Priority B	721	(42.84%)
Priority C	919	(54.60%)
Total	**1,683**	

- Calls for service accounted for 89,040 minutes of consumed time.
- Many of the 1,683 calls for service required more than one patrol officer. In fact, 485 backup units were assigned.

Assigned Number of Officers on Duty: There were 15 police officers and 4 corporals assigned to patrol during the survey period.

Overall Number of Officers Actually on Duty: The number of corporals and police officers who worked during each hour of the day and day of the week during the survey period was input by Department staff and sent to POST.

DISCUSSION

Overall Response Performance in all Areas: **Figures 3-5**, below, show the queue, travel, and response time averages in all areas for each day of week and overall.

Average Queue Time By Day of Week							
	Mon	Tue	Wed	Thu	Fri	Sat	Sun
Priority A Calls	00.57	03.67	00.83	01.25	03.38	00.56	01.50
Priority B Calls	07.78	08.15	06.91	06.62	07.27	04.96	05.35
Overall Average Queue Time							
Priority A 01.53 Minutes				Priority B 06.66 Minutes			

Figure 3

Average Travel Time By Day of Week							
	Mon	Tue	Wed	Thu	Fri	Sat	Sun
Priority A Calls	03.57	05.67	04.17	03.25	11.88	02.67	04.00
Priority B Calls	06.67	05.54	05.20	05.96	07.20	05.74	07.08
Overall Average Travel Time							
Priority A 05.19 Minutes				Priority B 06.23 Minutes			

Figure 4

Average Response Time By Day of Week							
	Mon	Tue	Wed	Thu	Fri	Sat	Sun
Priority A Calls	04.14	09.33	05.00	04.50	15.25	03.22	05.50
Priority B Calls	14.46	13.69	12.11	12.58	14.47	10.70	07.08
Overall Average Response Time							
Priority A 06.72 Minutes				Priority B 12.90 Minutes			

Figure 5

Queue, travel, and response times for Priority A calls are very good.

Patrol Force Staffing and Calls-for-service Consumed Time: Generally, we have found that about one-third of each officer's time is expended for administrative tasks, an additional one-third is expended responding to and handling calls for service, and the remaining one-third is unassigned. The minimum desired level of staffing is attained when patrol units are unobligated (i.e., available for service) at least 33% of the overall shift. Unobligated time is necessary so that sufficient patrol units are available: (1) when a call for service requires multiple patrol units; (2) when more than one call for service is received at the same time; and (3) for officer safety.

Since the time expended for administrative and personal tasks is relatively constant, it follows, therefore, that to the extent that CFS consumed time exceeds one-third of the total shift time, unobligated time will be reduced accordingly. When this occurs, the ability of the patrol force to respond expeditiously to calls for service may be reduced, the response time may be increased, and the time available for directed patrol and officer-initiated activities may be decreased.

Patrol Force Calls-for-service Consumed Time: The total CFS consumed time by the patrol force for all hours of the day and days of the week during the 91-day survey was 89,040 minutes.

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: The actual staff time for corporals and police officers in Patrol during the survey period accounted for 439,440 minutes. The overall ratio of CFS consumed time to actual staffing time is equivalent to 20.26%.

The overall ratio suggests that the CFS consumed time workload is moderate.

Comparison of Patrol CFS Time and Actual Staff Time: We compared the 439,440 minutes of actual staff time with the 89,040 minutes of consumed time by hour of day and day of week.

Charts that show the relationship between consumed time and actual staff time were prepared for each day of the week. The charts are shown in **Figures 6-12,** below. In the charts, asterisks denote one-hour periods when consumed time exceeded one-third of staffing time for the same hour. A summary of the understaffed periods is shown in **Figure 13.**

RATIOS OF CALLS FOR SERVICE CONSUMED TIME AND STAFFING TIME

All Mondays

	0000 0100	0100 0200	0200 0300	0300 0400	0400 0500	0500 0600	0600 0700	0700 0800	0800 0900	0900 1000	1000 1100	1100 1200
CFS	1009	375	181	74	186	173	387	127	737	880	686	258
STAFF	2340	2340	2340	2340	2340	2340	2340	2640	2640	2640	2640	2640
	****									****		

	1200 1300	1300 1400	1400 1500	1500 1600	1600 1700	1700 1800	1800 1900	1900 2000	2000 2100	2100 2200	2200 2300	2300 2400
CFS	480	807	917	778	1067	745	714	1045	279	768	319	588
STAFF	2640	2640	2640	2640	2640	2640	2640	2340	2340	2340	2340	2340
		****			****			****				

Figure 6

All Tuesdays

	0000 0100	0100 0200	0200 0300	0300 0400	0400 0500	0500 0600	0600 0700	0700 0800	0800 0900	0900 1000	1000 1100	1100 1200
CFS	644	247	271	89	37	90	174	405	821	388	2593	239
STAFF	2340	2340	2340	2340	2340	2340	2340	2640	2640	2640	2640	2640
											****	

	1200 1300	1300 1400	1400 1500	1500 1600	1600 1700	1700 1800	1800 1900	1900 2000	2000 2100	2100 2200	2200 2300	2300 2400
CFS	255	449	294	705	391	1606	383	436	602	670	1257	348
STAFF	2640	2640	2640	2640	2640	2640	2640	2340	2340	2340	2340	2340
						****					****	

Figure 7

All Wednesdays

	0000 0100	0100 0200	0200 0300	0300 0400	0400 0500	0500 0600	0600 0700	0700 0800	0800 0900	0900 1000	1000 1100	1100 1200
CFS	281	261	145	42	16	26	276	53	1546	522	455	630
STAFF	2640	2640	2520	2520	2460	2460	2460	2580	2580 ****	2580	2580	2580

	1200 1300	1300 1400	1400 1500	1500 1600	1600 1700	1700 1800	1800 1900	1900 2000	2000 2100	2100 2200	2200 2300	2300 2400
CFS	440	356	477	291	563	4444	51	510	1303	156	588	668
STAFF	2580	2580	2580	2640	2760	2820	2820	2580	2580 ****	2640	2640	2640

Figure 8

All Thursdays

	0000 0100	0100 0200	0200 0300	0300 0400	0400 0500	0500 0600	0600 0700	0700 0800	0800 0900	0900 1000	1000 1100	1100 1200
CFS	204	424	115	922	697	188	568	104	580	346	423	314
STAFF	2880	2880	2700	2700 ****	2580	2580	2580	2640	2640	2640	2640	2640

	1200 1300	1300 1400	1400 1500	1500 1600	1600 1700	1700 1800	1800 1900	1900 2000	2000 2100	2100 2200	2200 2300	2300 2400
CFS	1769	167	407	350	173	233	575	841	591	471	348	643
STAFF	2640 ****	2640	2640	2700	2940	3000	3000	2760	2760	2880	2880	2880

Figure 9

All Fridays

	0000 0100	0100 0200	0200 0300	0300 0400	0400 0500	0500 0600	0600 0700	0700 0800	0800 0900	0900 1000	1000 1100	1100 1200
CFS	809	277	1347	455	148	68	105	350	485	282	238	215
STAFF	2880	2880	2700 ****	2700	2580	2580	2580	2640	2640	2640 ****	2640	2640

	1200 1300	1300 1400	1400 1500	1500 1600	1600 1700	1700 1800	1800 1900	1900 2000	2000 2100	2100 2200	2200 2300	2300 2400
CFS	826	467	616	681	554	258	753	498	854	722	1117	1023
STAFF	2640	2640	2640	2700	2940	3000	3000	2880	2820	2940	2940 ****	2940 ****

Figure 10

All Saturdays

	0000 0100	0100 0200	0200 0300	0300 0400	0400 0500	0500 0600	0600 0700	0700 0800	0800 0900	0900 1000	1000 1100	1100 1200
CFS	891	747	33	21	127	62	21	71	1072	209	232	344
STAFF	2880	2880	2700	2700	2580	2580	2580	2640	2640	2640	2640	2640
									****			

	1200 1300	1300 1400	1400 1500	1500 1600	1600 1700	1700 1800	1800 1900	1900 2000	2000 2100	2100 2200	2200 2300	2300 2400
CFS	662	166	343	963	186	266	1043	457	1467	530	509	1146
STAFF	2640	2640	2640	2700	2940	3000	3000	2880	2880	3000	3000	3000
				****				****	****			****

Figure 11

All Sundays

	0000 0100	0100 0200	0200 0300	0300 0400	0400 0500	0500 0600	0600 0700	0700 0800	0800 0900	0900 1000	1000 1100	1100 1200
CFS	782	317	2793	149	69	21	9	173	552	567	222	360
STAFF	2400	2400	2400	2400	2400	2400	2400	2520	2520	2520	2520	2520
			****							****		

	1200 1300	1300 1400	1400 1500	1500 1600	1600 1700	1700 1800	1800 1900	1900 2000	2000 2100	2100 2200	2200 2300	2300 2400
CFS	492	457	744	587	392	672	557	2195	1929	562	788	412
STAFF	2520	2520	2520	2520	2520	2520	2520	2400	2400	2400	2400	2400
								****	****			

Figure 12

**** Asterisks mean that Consumed Time is equal to or exceeds 33% of Staff Time. One-hour periods with asterisks are characterized as Understaffed.

Summary Of Understaffed Periods		
Day	**Understaffed Periods**	**Hour Blocks**
Monday	5	0000 0900 1400 1600 1900
Tuesday	3	1000 1700 2200
Wednesday	2	0800 2000
Thursday	2	0300 1200
Friday	3	0200 2200 2300
Saturday	5	0800 1500 1800 2000 2300
Sunday	3	0200 1900 2000
Total	23	

Figure 13

The number of understaffed periods is not significant.

- **Keep the existing deployment schedule.**

    The CFS workload handled by the Morgan Hill Police Department is light. This is demonstrated by the small number (23) of understaffed one-hour periods.

    The present deployment schedule provides a reasonable match of the number of corporals and police officers assigned to Patrol with the calls-for-service workload. It should not be changed.

PART II – OTHER CONSIDERATIONS

CURRENT STAFFING

Patrol officers primarily work 12-hour shifts. Although used in the past, there is currently no overlap shift. Since oncoming officers must immediately replace those coming off shift, there is little time for briefings or briefing training.

The Morgan Hill Police Department has 19 available patrol positions for calls for service. The desired minimum staffing level for patrol operations is one sergeant and three officers on duty at all times. The minimum staffing levels are not contained in the MOU between the Department and the Police Officers Association. Minimum staffing is often accomplished with overtime.

There are two primary reasons to maintain minimum staffing levels. The first reason, is to be able to handle calls for service in a timely manner. The second reason is to maintain officer safety by having sufficient cover units for officers responding to potentially hazardous calls for service. Anytime there is a high-priority call or when a suspicious person or suspect is encountered, there must be at least two officers available to respond. Although there are sergeants in the field, they may be tied up on supervisory or administrative duties and, therefore, are not available as a cover unit. Given a population of more than 36,000, a land area of 11.7 square miles, and the number of calls for service, three officers and a sergeant is a reasonable minimum staffing level.

From the data presented, the Morgan Hill Police Department has been able to deploy sufficient officers to handle calls for service. The question is, how has this been accomplished? Are there enough officers to staff patrol operation adequately, or has this be accomplished by the overuse of overtime?

In order to determine whether or not there are sufficient officers available to provide any desired level of staffing, a relief factor must be established to ascertain the number of officers actually available during a given time period. The relief factor indicates how many persons it takes to fill a single job position for a single shift, taking into account the unavailable time as listed below.

The normal personnel availability is projected at 2,080 hours (52 weeks x 40 hours per week) per officer per 12-month period. With nineteen positions available for patrol services, there is a potential for 39,520 productive hours (19 officers x 2,080 hours) when the Department is fully staffed.

When unavailable time (e.g., vacation, sick leave, etc.) is subtracted from the potential productive time, we can calculate the actual time patrol officers were available for calls for service.

Documents submitted by the Department show that during 2005 there were, collectively, 7,084.12 hours of unavailable time between the 19 patrol officers. Absenteeism is not excessive with the exception of the 646.62 hours of absent without pay time. This time off was primarily used by newer employees who did not have enough leave balances accumulated to be compensated when time off was required. A small portion was disciplinary time off.

MORGAN HILL POLICE DEPARTMENT
Absentee Statistics - 2005[2]

	ACTUAL HOURS EXPENDED	AVERAGE PER OFFICER*
Vacation	2,276.25	119.8
Sick Leave	932.00	49.0
Comp Time	1,519.25	80.0
Absent W/O Pay	646.62	34.0
Training	1,278.00	67.2
Paid Admin	80.00	4.2
Bereavement	34.00	1.8
Job Related Injuries	318.00	16.7
TOTAL	7,084.12	372.7
*Based on 19 patrol positions.		

Figure 14

Accounting for the average time off per officer, each officer averaged 1,707.3 hours of actual productive time during 2005 (2,080 hours – 372.7). Total actual productive time for all 19 officers was 32,438.7 (19 officers x 1,707.3).

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[2]Department Statistics

Twelve-hour Shift

One patrol 12-hour shift x 365 days per year requires 4,380 production hours.

$$\begin{array}{ll}
2,080.0 \text{ maximum hours} & \dfrac{4,380.0}{1,707.3} = 2.56 \\
\underline{-\ 372.7} \text{ hours not available} & \\
1,707.3 &
\end{array}$$

With a relief factor of 2.56, each position filled for two shifts around-the-clock would require 5.12 officers (2 shifts x 2.56). To have three officers per shift would then require 15.36 officers (5.12 x 3). This is within current staffing levels.

The following is a comparison of other possible shifts often used in law enforcement patrol services.

Ten-hour Shift

One patrol 10-hour shift x 365 days per year requires 3,650 production hours.

$$\begin{array}{ll}
2,080.0 \text{ maximum hours} & \dfrac{3,650}{1,707.3} = 2.14 \quad \text{Relief Factor} \\
\underline{-\ 372.7} \text{ hours not available} & \\
1,707.3 &
\end{array}$$

With a relief factor of 2.14, each position filled for three shifts around-the-clock would require 6.42 officers (3 shifts x 2.14). To have three officers per shift would then require 19.26 officers (3 x 6.42).

The 10-hour shift is much more costly in terms of manpower, although the relief factor is lower than with the 12-plan. The advantage with the 10-hour shift is the ability to overlap shifts, allowing for better coverage during peak hours.

Eight-hour Shift

One patrol 8-hour shift x 365 days per year requires 2,920 production hours.

$$\begin{array}{ll}
2,080.0 \text{ maximum hours} & \dfrac{2,920}{1,707.3} = 1.71 \\
\underline{-\ 372.7} \text{ hours not available} & \\
1,707.3 &
\end{array}$$

With a relief factor of 1.71, each position filled for three shifts around-the-clock would require 5.13 officers (3 shifts x 1.71). To have three officers per shift would then require 15.39 officers (5.13 x 3). With a relief factor of only 1.71 officers, the 8-hour shift is ultimately more efficient than either the 10- or 12-hour shift; however, converting to an 8-hour shift may be a detriment to recruiting.

OVERTIME

A comparison chart of overtime paid during Fiscal Years 03/04, 04/05, and 05/06 was provided to POST (see Overtime Comparison – **Appendix B**). The overtime totals for those budget periods are as follows:

Budget Year	Training	Report Writing	Coverage	Court	Total Hours
2003-2004	429.75	652.75	850.75	439.00	2,372.25
2004-2005	1,258.25	300.25	2,305.75	301.00	4,165.25
2005-2006*	947.40	346.80	2799.05	324.75	4,482.95
*Projected totals at current level of usage.					

Figure 15

The overtime category of interest in this report is that of "coverage." Training is often mandatory, where report writing and court are intangibles and are driven by varying circumstances.

● **Further define "coverage" overtime.**

Overtime should be divided into more defining categories than "coverage" (e.g., training, replacement behind leave balances, etc.). The projected 2,799.05 hours is the equivalent of 1.6 officers. Depending on the exact purpose of the overtime, this may not be an excessive amount. The difficulty is that these hours are paid at an overtime rate of time and a half. Using the middle figure of $70.43 (the overtime rate of a corporal), the approximate cost of "coverage" overtime is $197,137.09. Further defining this category will assist with understanding what it is being used for and whether there are areas to be cut or whether additional employees are called for. This is vitally important since both parts of the workload study indicate there is no need for more peace officers.

It should be kept in mind that there is a benefit in the ability to use overtime for replacing staff. Adding employees will not necessarily solve all staffing issues, and overtime may still be required. The ability to use on-demand overtime can meet help individual staffing requirements. In determining if this is the proper course of action, the effect of mandatory overtime on the officers must be considered. If mandatory overtime becomes excessive, officers may begin to use leave balances to ensure their off duty time or seek employment elsewhere.

Special Assignments

● **Conduct a cost/benefit assessment for special assignments.**

A special weapons and tactics (SWAT) team and a hostage negotiations team (HNT) can be very expensive. Costs include equipment and maintenance, training, and replacement

expenses for staff while in training (often paid by overtime). There are also intangible costs such as stringent training requirements and effects of mandatory overtime on both those assigned to the teams and those who must replace them during training periods.

POST training requirements for SWAT teams is very high and, most importantly, ongoing training is necessary if the officers on those teams are to be kept at a high state of readiness at all times. According to the Morgan Hill Budget Message for 05/06 (pp. 165-166), SWAT and HNT training has already been reduced by half, along with other cuts, due to budget restrictions.

Considering the fact there were only four call-outs during 2005, is the expenditure on these special units justified under the current circumstances? As this report is being written, there are more budget shortfalls for this year's budget. These high-ticket items may be too expensive if there are viable options. Possible options include:

- Reduce the number of SWAT/HNT members. At the same time, enter a joint powers agreement with another agency (either the Sheriff's Department or Gilroy Police Department), forming a regionalized SWAT/HNT team. This will continue the incentive for officers to strive to be a team member, reduce the over expenditure of a full-time team, and allow team members to increase training time to prior levels.

- Disband the teams altogether and contract with an outside agency for SWAT response as necessary.

Ancillary Staff

- **Reassess functions of the Multi-service Officers.**

  One way to maximize the availability of sworn officers is to relieve them, where desirable, from duties that do not necessitate the presence of a peace officer.

  Multi-Service Officers (MSOs) are currently being tasked with various responsibilities that do not require peace officer powers. The two MSOs work 10-hour shifts on opposite ends of the week from one another as listed below. The two MSOs work different shifts, but both shifts are essentially swing shift hours.

  Having MSOs available with each patrol team can relieve patrol officers of unnecessary duties. The position can be used for business-related functions such as registering sex offenders and narcotic offenders, and handling "walk-in" reports and other duties currently requiring officer response.

  MSOs can be trained to provide a wide variety of police functions currently performed by sworn officers. These duties may include taking non-priority, non-threatening crime/incident reports. Generally, these are Part II offenses, including vandalism and petty

theft where there is no suspect information. A significant savings in sworn officer time and expense could be realized by using MSOs in this role.

Another consideration is the use of MSOs for personal response to a greater number of service calls, thereby increasing the service to the community. This may improve community satisfaction when uniformed MSOs are available to respond in person to a wider variety of calls, rather than by phone. The MSO position is also an excellent recruiting tool for the position of police officer.

- **Reassess the position of Community Service Officer.**

There is only one Community Service Officer (CSO) position left in the Department. All other positions have been upgraded to MSO, allowing them to carry firearms. The remaining CSO position is scheduled to be dissolved with the retirement of the person currently in that position.

The CSO classification has been and can continue to be an asset to the Department. The CSO can be used in many areas where an MSO with a firearm isn't necessary. The current CSO is used to assist detectives with investigations and missing persons. This classification can also be trained and used for crime analysis, neighborhood watch, the coordination of Department volunteers, and other programs that enhance the effectiveness of the Department.

The classification of CSO can be used for those who have organization skills and who desire a career in law enforcement but do not wish to carry a firearm, opening recruitment possibilities that the MSO position excludes. From a budgetary standpoint, the MSO is less expensive than a peace officer, and the CSO is less expensive than an MSO.

SUMMARY OF RECOMMENDATIONS

- Keep the existing deployment schedule.

- Further define "coverage" overtime.

- Conduct a cost/benefit assessment for special assignments.

- Reassess functions of the Multi-service Officer.

- Reassess the position of Community Service Officer.

APPENDIX A

MORGAN HILL POLICE DEPARTMENT
PATROL SCHEDULE SIGN-UP SHEET

PATROL SCHEDULE SIGN UP
Feb. 12, 2006 - June 3, 2006.

SECT	VEH		WEEK 1 SUN	MON	TUE	WED	THU	FRI	SAT	WEEK 2 SUN	MON	TUE	WED	THU	FRI	SAT
DATE		0														
EVENING WATCH																
TEAM A:	115		1900-0700	1900-0700	1900-0700	2100-0700				1900-0700	1900-0700	2100-0700	2100-0700	1900-0700	1900-0700	1900-0700
Corporal	107		2100-0700	1900-0700	1900-0700	1900-0700				2100-0700	1900-0700	1900-0700	1900-0700	1900-0700	2100-0700	2100-0700
			1900-0700	1900-0700	2100-0700	1900-0700				1900-0700	2100-0700	1900-0700	1900-0700	2100-0700	1900-0700	1900-0700
			1900-0700	1900-0700	1900-0700	1900-0500				1900-0700	1900-0700	1900-0500	1900-0700	1900-0700	1900-0500	1900-0500
			1900-0700	1900-0700	1900-0700	1900-0500				1900-0700	1900-0700	1900-0500	1900-0700	1900-0700	1900-0500	1900-0500
Admin			1300-2300	1300-2300	1300-2300	1300-2300				1300-2300	1300-2300	1300-2300				
MSO	301															
TEAM B:	114						2100-0700	1900-0700	1900-0700				2100-0700	1900-0700	1900-0700	1900-0700
Corporal							1900-0700	2100-0700	1900-0700				1900-0700	2100-0700	1900-0700	1900-0700
							1900-0700	2100-0700	1900-0700				1900-0700	2100-0700	1900-0700	1900-0700
							1900-0700	1900-0700	1900-0500				1900-0700	1900-0700	1900-0500	1900-0500
							1900-0700	1900-0700	1900-0500				1900-0700	1900-0700	1900-0500	1900-0500
Admin						1700-0300	1700-0300	1700-0300	1700-0300				1700-0300	1700-0300	1700-0300	1700-0300
MSO	301					1700-0300	0630-1630					0630-1630	0630-1630	0630-1630		
TRAFFIC																
Nelsen	101			0630-1630	0630-1630	0630-1630	0630-1630				0630-1630	0630-1630	0630-1630	0630-1630		
Pennington	201			1000-2000	1000-2000	1000-2000	1000-2000	1000-2000			1000-2000	1000-2000	1000-2000	1000-2000	1000-2000	
DAY WATCH																
TEAM C: Rodriguez	114		0700-1900	0700-1900	0700-1900	0700-1700	0700-1700			0700-1900	0700-1900	0700-1700	0700-1700	0700-1900	0700-1900	0700-1900
Brookman			0700-1900	0700-1900	0700-1700	0700-1900	0700-1900			0700-1900	0700-1700	0700-1900	0700-1900	0700-1700	0700-1900	0700-1900
			0700-1700	0700-1900	0700-1900	0700-1900	0700-1900			0700-1700	0700-1900	0700-1900	0700-1900	0700-1900	0700-1700	0700-1700
			0700-1700	0700-1900	0700-1900	0700-1900	0700-1900			0700-1700	0700-1900	0700-1900	0700-1900	0700-1900	0700-1900	0700-1700
			0700-1700	0700-1900	0700-1900	0700-1900	0700-1700			0700-1700	0700-1900	0700-1900	0700-1900	0700-1900	0700-1900	0700-1900
Admin																
TEAM D:	115							0700-1900	0700-1900				0700-1700	0700-1900	0700-1900	0700-1900
Corporal	107							0700-1700	0700-1900				0700-1900	0700-1700	0700-1900	0700-1900
							0700-1900	0700-1900	0700-1700				0700-1900	0700-1700	0700-1700	0700-1900
							0700-1900	0700-1900	0700-1700				0700-1900	0700-1900	0700-1700	0700-1900
Admin							0700-1700	0700-1900	0700-1900				0700-1900	0700-1900	0700-1700	0700-1900

Appendix B

MORGAN HILL POLICE DEPARTMENT
EXPENDED OVERTIME COMPARISON

2003-2004 Fiscal Year

	Training	Report Writing	Coverage	Court	OT Rate
Sgt	76.25	38.25	55.50	44.50	78.94
Cpl	116.75	103.75	49.00	118.00	72.91
Officer	236.75	510.75	746.25	276.50	61.59
TOTALS	429.75	652.75	850.75	439.00	

2004-2005 Fiscal Year

	Training	Report Writing	Coverage	Court	OT Rate
Sgt	360.00	22.00	220.25	39.00	77.91
Cpl	223.25	28.00	236.50	40.00	70.40
Officer	675.00	250.25	1,849.00	222.00	58.86
TOTALS	1,258.25	300.25	2,305.75	301.00	

2005-2006 Fiscal Year

	Training	Report Writing	Coverage	Court	OT Rate
Sgt	180.25	10.50	352.75	12.00	77.27
Cpl	140.50	19.50	318.50	33.50	70.43
Officer	468.75	259.00	1,728.00	279.25	62.39
TOTALS	789.50	289.00	2,399.25	324.75	